

Cooley Architects 是一个小型而繁忙的建筑事务所，位于伦敦 Clerkenwell，这里曾是和金融区接壤的前工业区，现在转化为凝聚了世界各国的建筑师和设计师的设计中心，时尚而充满活力。在此将介绍他们紧张繁忙的一周工作生活……

# COMPLEXITY AND SCALE - THE DIARY OF A LONDON ARCHITECT

## 复杂性和尺度——一个伦敦建筑师的典型一周

text\_ **Ralph Cooley** (拉尔夫·库勒) translate\_ 王琛宁、孙思瑶

由于伦敦的多元文化吸引力、宽松的税收政策和对外国人的开放制度，伦敦的人口一直在稳定增长，再加上小型家庭的增多和独居的趋势，这意味着新的住房在城市中有巨大的需求。政策制定者和设计者所面临的挑战是把数以十万计的新家园融合在一个具有悠久历史的城市肌理中，而这里的基础设施可以追溯到繁盛的英国维多利亚女王时期。中央和地方政府的政策已连续多年划分出不允许建设房屋的绿化带，以遏制城市对伦敦郊外和乡村的侵入，因此，开发商和规划人员被迫在先前开发过的土地上满足新建设的要求。

在 Cooley Architects 事务所，我们的核心技能是在紧张的城市用地以及政府严苛要求的住房空间标准之间进行谈判与权衡，为我们的客户最大限度地寻求发展潜力和商业利益。近年来英国社会非常重视设计，对高品质设计的关注和要求已经体现在规划系统中。虽然城市中的一大部分已经作为历史老区而受到保护，但只要建筑的设计和質量达到一个足够高的标准，建筑师仍然有可能把现代的新建筑植入到历史悠久的城市肌理中。这意味着，为了实现客户预期的财务收益，我们也必须实现设计的

最高标准，因此，我们面临的挑战是在各种严格制约之下仍然可以生产出令我们自豪的设计成果。

我们面对的是数不胜数的限制：包括住宅最小房间的尺寸规定，规划禁止公寓类型与其他空间功能的混合，以及隐藏在地下的基础设施的制约，地方民主程序的规划决策有时可以延迟数月甚至数年。

伦敦由 33 个行政区组成，虽然伦敦政府于 2000 年引进了一些方法来巩固整个首都的政策，但事实上每个行政区都有自己的规划部门和特定的规则。我们经常与顾问合作，他们可以帮助我们谈判规划上的限制。在英国，通常情况下建筑师作为首席设计师，只在设计的过程中带领团队并与其他学科的公司合作，而非由建筑师公司处理所有学科。因此任何一个项目都有可能几十种不同的设计咨询公司参与进来。

Cooley Architects 事务所成立于 2010 年 7 月，当时我离开了一家较大的建筑事务所，而想要以更灵活的方式为客户提供业务服务。我的客户源可以追溯到十年前在伦敦建立第一个事务所时为一些本

地客户完成的住宅设计。伦敦的小住宅设计领域是一个谋生艰难的行业，但对于开展个人事务所的年轻建筑师来说是一个很好的开始方式。

现在我的客户群主要集中在住宅建筑，同时我们也服务于医疗保健、学生公寓和零售部门的设计。我们是一个忙碌的小型事务所，若想知道伦敦的建筑师都在做什么，以下将为您总结伦敦建筑师的典型一周。

在见过来自世界各地的建筑师之后，以及加上自身在国外的工作体验，我发现我们在工作中有着共同的方面。两位建筑师即使不能使用对方的语言进行交谈，通常也能用过手中的纸笔来有效沟通。但是，每个国家和城市的建筑设计都有自己特定的层面和角度，这使得它们独特而与众不同。在这篇文章中，我试图传达在伦敦的现实环境中，一个诸如此类的建筑事务所的典型业务性质。我们的项目和许多中国的开发项目相比，其规模小得多，但在伦敦复杂的城市肌理中，严格的法律条约和经济环境的制约下，这些小项目对建筑师的挑战不亚于在一片空旷的新地段建造一栋摩天大楼。

**Cooley Architects is a small, busy practice based in Clerkenwell, a trendy former industrial area of London close to its financial centre said to be home to the highest concentration of architects and designers in the world. Now we introduce you the intensive and live experience of work life...**

Ralph Cooley 在 Clerkenwell 的 Cooley Architects 事务所  
Ralph Cooley, working in his studio in Clerkenwell



The population of London is growing steadily due to its cultural attraction, lax tax rules and openness to foreigners. This growth, combined with an increasing trend for smaller families, and single living, means there is a huge demand for new housing in the city. The challenge for policy makers and designers is to cram tens of thousands of new homes per year into an historic urban fabric, with infrastructure dating back to Great Britain's Victorian boom. Central and Local government policy has for many years been to contain encroachment into the countryside by the introduction of no-build green belts around our cities, and therefore developers are forced to build on previously developed land to meet demand.

At Cooley Architects, our core skills are in negotiating the constraints associated with tight urban sites as well as government imposed space standards, to maximise development potential for our clients. British society has in recent years become very design conscious and this concern for quality design is reflected in the planning system. Whilst great swathes of the city are protected as Conservation Areas, it is possible to insert contemporary architecture into this historic fabric, so long as the quality of the architecture is of a good enough standard. This means that in order to deliver the expected financial returns to our clients, we have to also

design to the highest standard, so the challenges we face and the constraints under which we work can eventually produce results of which we can be proud.

The restrictions we face are numerous and range from minimum room sizes, proscribed mix of flat types and other space planning restrictions, to ancient rights to light enjoyed by neighbouring properties, as well as hidden underground infrastructure and local democracy which can sometimes delay planning decisions for months or years.

London is made up of 33 administrative districts, each with its own planning department and particular set of rules; although the introduction of the Greater London Authority in 2000 has gone some way to consolidating policies across the capital. We often work with consultants to help us to negotiate the planning restrictions and in the UK, the architect normally acts as lead designer to all of the other disciplines that go in to the design process, rather than carrying out those disciplines in house. There can easily be a dozen different design consultancies involved in any one project.

Cooley Architects were established in July 2010 when I left a larger practice to pursue a more flexible approach to clients and business. My

client base has a pedigree stretching back ten years when I started my own practice by offering my services to domestic clients. London's large domestic sector is a difficult sector to make a living in, but an excellent way for young architects to begin to work for themselves.

Our client base now operates mostly in the residential development sector, although we also work in Healthcare, Student Housing, and Retail. We are a busy small practice and to explain a little about what it's like to be an architect in London, I give you a summary of a typical week.

Having met architects from all over the world, as well as having worked abroad myself, I know how we all have certain common aspects to our job. Two architects who don't speak each other's language can very often communicate effectively with a pen in their hand. However, each country and city has its own particular aspects to the job which make it unique. What I've tried to convey in this article is the nature of the business in London for a typical small practice such as ours. The projects are small in comparison to an average development in China, but the complexities created by the physical, legal and economic environment in London can make those project every bit as challenging to realise as a skyscraper on a Greenfield site.



# 星期一 MONDAY

10:00 am

由于意想不到的道路整修，我不得不晚些到达办公室。伦敦正在更换维多利亚时代的所有管道，这将是一个漫长的修整过程。我到了办公室必须迅速地检查和审批图纸，以便我们的承建商今天上午可以在工地开始工作。该项目是对建于1891年的东伦敦教堂的改建。我们接手由其他建筑师完成的规划审批，并改进设计和准备施工图纸。这种情况在伦敦很常见，开发商购买已经通过规划审批的地段，并想方设法在设计中加入更多的价值，但不必再去返回到规划程序重新审批。优化改进已有的设计也是我们的主要技能之一，我们能够在无法给客户带来收益的设计中创造可能性利润。

我们的项目会议在Ladbroke Grove办公室召开，我们的开发商客户、项目建筑师和两个工程师参加讨论机电设备的细节。该项目是对西伦敦Ladbroke Grove一个老酒馆的改建，将由9个七层高的公寓取代。

在伦敦，近期有很多9个公寓的住宅项目，因为如果开发商建设10个以上的公寓，就必须有一半公寓是在市场“经济房屋”的租金限制之内，而不得不降低价格出售给“住宅协会”。老酒馆通常是很好的场地，因为它们的规模通常可以合理容纳8到9个被当地政府容许的公寓。此刻，我们同时有五个类似的项目正在进行中，也很幸运拆除的酒吧并非具有历史价值。但是在未来的某些阶段，我们可能会面临这种冲突。

Ladbroke Grove 酒吧改建项目已经进行了超过12个月，但在工地上它仍旧只是一个地洞。在伦敦，有时一个项目需要很长的时间推进，但这一次是相当特殊的。最大的问题之一，是它直接和英国铁路公司拥有的地段接壤，后者是一个半私有的公司，负责英国全国的铁路基础设施建设，因动作慢和难以应付而众所周知。我们会议中的讨论主要围绕

Meeting in the office about our project in Ladbroke Grove. Our developer client, my project architect, and two services engineers attended to discuss the Mechanical and Electrical strategy. The project is for the replacement of an old pub in Ladbroke grove in west London, with a seven storey block of 9 flats.

There are a lot of 9-flat projects in London at the moment because if the developer builds 10 flats or more, then he has to make up to half of them rent restricted, and they need to therefore be sold to a housing association at a reduced price. Old pubs are good sites because they are of a certain size that typically allows 8 or 9 flats to be justified to the Local Authority. At the moment we have 5 such projects in the office but luckily, none of the pubs that we are, or have demolished have been good ones. I may have a conflict of conscience about this at some stage in the future though.

Ladbroke Grove has been in our office for more than 12 months now and it's still just a hole in the ground. Projects take a long time to get built in London, but this one is quite exceptional. One of the biggest problems is that it borders directly land owned by Network Rail, who are a semi-private company responsible for the nation's railway infrastructure and are notoriously slow and difficult to deal with. Most of the discussion

着生态特性的设计展开。英国有一套建造规范叫做Breeam（相当于美国的Leed），是“英国可持续住宅评估”的标准。这些评估标准制定了新住宅的生态设计目标，而且随着时间的推移越来越严格。该项目Ladbroke Grove在评估达到4级时能通过规划审批，这意味着在整体意义上，房屋的生态设计必须是友好的，并且需要在目前的技术和经济条件限制中实现。因此，我们设计的房屋需要达到良好的气密性和隔热性，能够独自生产提供一部分能源，并能提供自行车库，回收空间，并适应公寓业主的年龄增长和渐少的体力支出。

在Ladbroke Grove项目中，我们建议使用空气源热泵回收一些室外的暖空气以加热室内的空气暖度。同时在屋顶上增加太阳能光伏电池板，我们的目标是场地自身能够生产超过20%的能源。这是规划审批的要求。但我们有一些难题需要克服。比如，空气热泵中产生的废气会出现在相邻的铁路局拥有的地段上空，因此我们的客户需要和铁路公司达成安全协议，这将让人痛苦地消耗大量时间，最后我们选择的妥协做法是把现有的边界墙面往回撤100mm，以达成铁路公司的规范要求。

in the meeting revolved around the ecological properties of the design. The UK has a set of rules for construction called Breeam (Our equivalent of America's LEED) which for residential properties produces the Code for Sustainable Homes. The code sets ecological targets for new homes which as time goes by get progressively more strict. This project at Ladbroke Grove is code level 4, as set by the planning approval, which means that in a holistic sense, the building needs to be as ecologically friendly as possible within current technical and economic limitations. Therefore we need to design an air tight, well insulated building that produces some of its power on site, but also provides for cycle storage, recycling areas and allows the flats to be adaptable as the owners get older and less physically able.

In Ladbroke grove we are proposing to use air source heat pumps that recycle warmth from the air outside to heat the inside. Together with solar PV panels on the roof, we aim to produce more than 20% of the energy used in the development on-site. This is a requirement of the planning approval. There are some local problems to overcome. For example, the waste air from the heat pumps will be pumped out over the adjacent Network Rail land. So our client will have to secure an agreement for this which could take a long time, or we will have to set one wall back 100mm to get over that technicality.

2:00 pm

我花了整个下午在办公室里设计一个伦敦南部倾斜地段上的9个公寓的住宅。这样倾斜的地段很不寻常，而且覆盖了树木和植被，一些绿化是受法律保护的，我们要设计的房子在这些树木之间。我正在寻找尽量减少房屋和树木冲突的方案，有效地使用朝南的斜坡。这也将有助于我们与规划部门的谈判。



我们有数个项目都是关于酒吧改建为住宅的。如伦敦中心 Islington 的 Central Street 酒吧和 Corleys Tavern 酒馆。Two of our pub replacement projects currently on site. CORLEYS TAVERN with 9 flats and CENTRAL STREET BAR with 8 flats. Both in Islington London N1



伦敦 Central Street 酒吧改建成 8 套公寓——施工中 8 apartments to replace a pub in Central Street, London EC1-Under Construction



Ladbroke Grove 的 9 套公寓的住宅楼将马上开始施工 Our project for 9 flats in Ladbroke Grove, just about to begin to site.

I spend the afternoon in the office designing 9 houses on a sloping site in South London. It's unusual to have such a steep site, and it's also covered in trees, some of which are protected by law, so we have to design the houses in between the trees. I'm looking at making them as passive as possible, to use the South facing slope effectively. This will also help us negotiate with the planners.

# 星期二 TUESDAY

10:00 am

我开始设计西南伦敦的7个公寓的住宅项目。我们的客户获得了在这栋1930年代六层楼的顶上加建公寓的权力。规划中得到了7层复式公寓的批准，但原始设计图纸十分简单潦草，细节模糊。这一次我拿起笔，开始勾画草稿，很多潜在的更有效的解决方案在纸面上浮现出来，比如利用屋顶和玻璃的空间关系。虽然还只是在设计初期，但它将是一个令人兴奋的项目。平屋顶现在在伦敦是一个具有价值的商品。新的公寓开发在技术上具有挑战性，但最终这些房屋的商业价值所带来的收益会值得所有的努力。



在去事务所的路上我看到了一栋新住宅，冬日早晨低角度阳光照耀着建筑的情境给了我一些设计灵感。There is a new development of flats I pass on my way to work. The low winter sun is shining off them this morning and I arrive feeling inspired to design.



伦敦 Kings Cross 在建材商铺之上所建的 563 套学生公寓——施工中 563 Student Apartments on top of a builder's merchants, Kings Cross, London. Under Construction

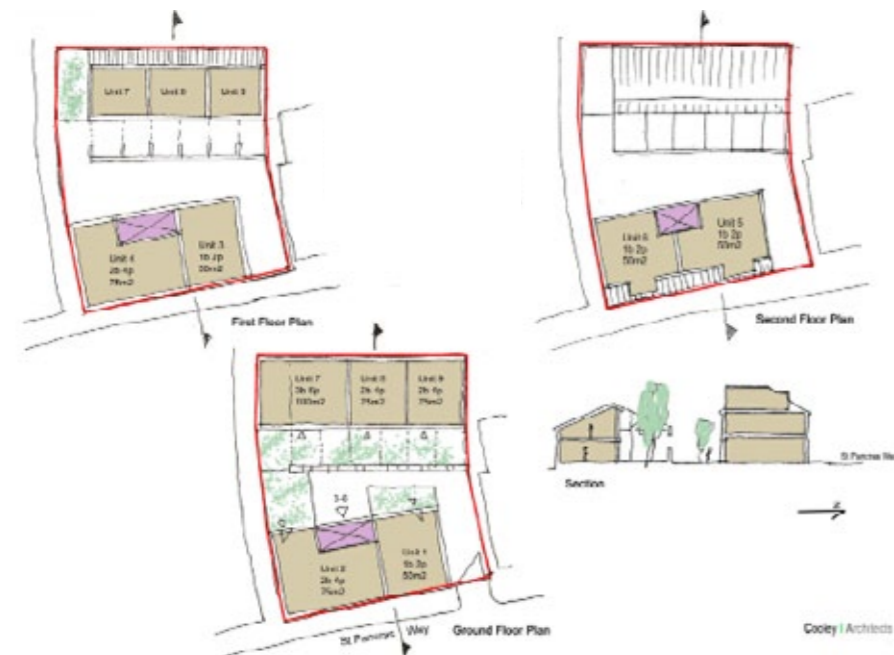
I begin the design of seven flats in South West London. Our client has brought the rights to build on the flat roof of a 6 storey 1930s apartment block. There is a planning approval for 7 high end penthouse apartments but the original planning approval is drawn very simply, and the exact detail of the design is vague. This is the first time I've picked up a pen and started to sketch this one, and it throws up a lot of potential design options for the roof and the glazing. Early days, yet, but it promises to be an exciting project. Flat roofs are now a valuable commodity in London. Construction of the new apartments can be technically challenging but the end values justify the means.



# 星期三 WEDNESDAY

10:00 am

我在“Camden 行政区政务会”与我们的开发商客户、规划长官和政务会设计官有一个会议。我们讨论的项目是对一个受保护的乔治亚风格老建筑及其大型附属扩建建筑的改建，将其转换为一个更现代的公寓楼。对附属建筑的改建曾经通过了规划审批，但目前已过期。这次的会议则没有那么顺利了，因为目前的场地拥有者和出售者在场地上进行过一些非法的改建工作，因此导致了规划批准的失效。规划师还告诉我们，改变建筑物的使用功能(画廊转为住宅)也将带来规划上的困难。我们的客户希望在这个历史保护建筑中设计 11 套住宅，但规划上的技术问题使其成为很大挑战，而且即使规划成功也不太可能在 12 个月内开始施工。



伦敦市中心 Kings Cross 一所老式厂房改建成 7 套公寓的可行性研究草图  
Sketch Feasibility Study for the conversion of an old warehouse in to 7 flats in Kings Cross, London

I have a meeting at Camden Council with our client, the planning officer and the council's design officer. The project we discussed is for the conversion of a protected Georgian building and the replacement of a large 20th Century rear extension to create a more contemporary apartment building. There is an existing planning approval on the site for the conversion of the rear part, but that approval has expired. The meeting didn't go so well. It seems that the current owner, who is selling the site, had carried out some conversion work to the listed building illegally, and as the approval has lapsed, the planners tell us we would also need to change the building's current use (art gallery) to residential which may be difficult. Our client wants us to design 11 flats on this site but the protected historic building, and technical planning issues make it quite a challenge. If we are successful I wouldn't expect construction to begin within twelve months.

2:00 pm

下午的会议在英国国民保健服务 NHS 的心理健康中心总部召开，主要讨论一个新项目。我们的客户是在英国国民保健系统 NHS 之下的自治组织，他们有着良好的管理声誉，最近已经接手了一部分 NHS 其他方面的工作。该项目是一座维多利亚时代仓库建筑的改建，地段靠近市中心国王十字 (King's Cross) 火车站，将转换为性健康诊所。该诊所会从目前的地段搬移到这个重要地区，因此规划顾问给予了高度重视。项目的目标是创建一个非常高端的几乎像温泉疗养会馆一般舒适的诊所，而不是白色墙面的普通候诊室。

# 星期四 THURSDAY

8:00 am

这是一个寒冷潮湿的早晨，我在前往事务所的路上，在北伦敦 Seven Sister 驻足，查看此处正在进行建设的一个项目。这个地段的建筑有很多不同的业主，相当混乱，并被一个主要街道、两个小街和一条铁路线围绕。项目场地和地铁站很近，开发容积率低的老地段是开发商的主要开发机会之一。我的客户拥有此场地的两个建筑，当地政务会拥有一处，另外还有 5 个不同的业主。我们的目的是在开发 150 个未来的公寓和商店得到规划批准的前提下，征求各业主的同意，购买他们在地段上的拥有权。我见到了我的客户，在这个地段走了一圈，讨论场地整体的设计方案，并评估目前的建筑功能。当地政府需要确立新的开发和规划方案尽可能不流失就业份额，若有流失，需要产生新的就业机会以替代流失份额。



伦敦市中心 St. Cross Street, EC1 区，窄小空间中的住宅——单体建筑花了 4 年时间才得到规划许可，现在施工中  
Tight Urban Interventions - This single apartment took 4 years to gain planning approval. St Cross Street, London EC1 - Now under construction

A cold wet morning and I stop off on the way in to the office to meet a client at one of his properties in Seven Sisters, North London. There is a messy collection of buildings in various ownerships, bounded by a main road, two small streets and a railway line. The site is close to an underground station and being a low rise previously used site is a prime redevelopment opportunity. My client owns two of the buildings, the local council own one, and there are about 5 other owners on the site. The intention is to get all parties to agree to sell their sites on the approval of plans for about 150 apartments and shops. I met my client to walk around to discuss our outline design and to gauge the current uses on the site, as the local authority will want to establish how many jobs could be lost (and therefore need to be replaced) as the result of any new development.

11:00 am

我和客户有一个会议，这个客户拥有并管理一个钢铁运输间。我们已经参与了项目大约一年，欲在目前的场地上扩建新建筑。该场地大致呈三角形，被绿树成荫的运河、一条铁路专用线、一条死胡同街道和一个丑陋的 20 世纪 60 年代办公楼限定了地界。我们的任务是在该地段将其商业住宅开发的潜力最大化，于是我来此汇报我们在一个星期前向规划局演示的设计方案。我们的方案设计了一个长形的蜿蜒的建筑，从 9 层到 4 层倾斜而下，提供 80 个私人公寓。由于场地的限制，这是个艰巨的挑战，但是规划局对我们提出的设计理念(来自岩层形成和地质构造的启发)表示乐于接受。



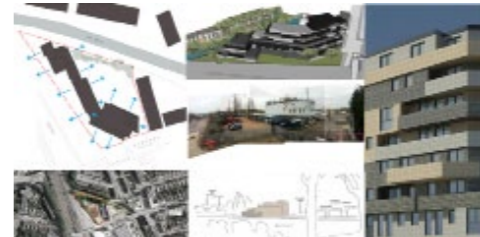
历史建筑保护区中的现代住宅，位于伦敦 Paget Street, N1——规划申请中  
Contemporary intervention in a protected area, New house at Paget Street, london N1 - In planning

I have a meeting with clients who own and manage a steel yard. We have been involved in the design of a new development on their site for about a year now. The site is roughly triangular in shape and is bounded by a tree lined canal, a railway sidings, a dead end street, and an ugly 1960s office building. Our brief is to maximise the development potential of the site for housing and I'm here to report back on a design presentation that we made at the council offices the previous week. We are proposing a long, snaking building that slopes from 4 storeys up to 9 storeys to provide 80 private and rent controlled flats. It's a difficult challenge with the constraints of the site, but the council was quite receptive to our design concept that takes its cue from geological formations and rock strata.

# 星期五 FRIDAY

8:30 am

开车前往事务所的途中我在一个建筑工地上停留了一会儿。这个项目的客户是一个众所周知的公司，在过去的 40 年里，从无到有，他们的混合功能建筑项目达到 1 500 例之多，主要集中在伦敦。目前，我们的事务所有大约 15 个项目来自同一个客户，项目范围从单栋住宅、车库改建、办公楼改建，到 11 套公寓的新住宅楼。这些项目的关键在于想办法提高他们拥有的场地的商业价值。今天早上我前往的这个工地位于东伦敦的 Hackney，这是一个宏伟的爱德华式老建筑，目前被粗糙地划分为简陋的房间，我们将对其进行重新设计，转换成 3 套非常漂亮的高端公寓，有着高天花板和平屋顶，并且能观赏伦敦市中心天际线的壮观景色。这是施工中最关键的一部分，因此在施工队头领 Barry 的带领下我检验了工地的施工进度。在老建筑的工地中行走和检查是一个脏活，Barry 向我展示了两个大型钢加强板，附加在支撑整个建筑背面的 100 年的木梁上。我上一次来工地时，发现一部分木梁由于多年的



渗水而腐烂，但如果完全取代它，将对整个工程的造价产生巨大影响。

一天中剩余的时间在办公室度过，我完成了一些设计草图，整理了一些行政工作。我们的事务所每隔一周进行小组会议，讨论大家都在做什么，确保有足够的人力物力资源支持，同时也让员工有机会了解其他人的工作方式和进程。今天，我们也有一个设计讨论会，以激发事务所建筑师们交流设计上的点子。提上日程表进行讨论的，是我们在 Hampden Road 一个 80 套公寓的住宅，Waltham Cross 的一个办公楼改建项目，北伦敦的一处 30 套公寓住宅项目，和 Hadley Wood 一个 600m<sup>2</sup> 的新别墅住宅项目。

会议之后，我们收拾了桌面，然后同事们去 Clerkenwell 附近一个狭窄小巷里的 500 年历史的老酒吧 Ye Olde Mitre 喝酒聊天。Cooley Architects 事务所的典型一周通常在这里结束。

Hampden Road 80 套公寓住宅项目  
Designin in Context. Site constraints affecting the design process for our scheme for 80 Apartments in North London

I stop off at one of our construction sites on the way to the office. The client in this case is a well known company that over the past 40 years has from nothing, acquired a portfolio of 1500 properties, mostly in London. We are currently working on about 15 projects for them ranging in size from a single new house to replace a garage, to the conversion of an office building to make 11 new flats. It's all about improving the value of the assets that they own. The project I'm visiting this morning is in Hackney, East London, and is for the conversion of a grand Edwardian building that was divided into shabby bedsits, to provide three very nice apartments with high ceilings and in the case of the top flat, spectacular views of the city skyline. This is the most gritty, hands-on part of the job and I meet Barry the builder there who walks me around the site so I can check progress. Hacking around old buildings is a dirty, messy business and Barry shows me two large steel strengthening plates that have been fixed through a massive 100 year old wooden beam that is holding up the whole of the back of the building. The last time I was on site this beam has just been discovered

and it was found to be partly rotten due to many years of water seepage, but to replace it entirely would have had a huge effect on the project cost.

The rest of the day is spent in the office finishing off some sketch designs, and sorting out some admin. We have an office group meeting to discuss what everyone is doing for the coming week so we can make sure resources are adequate. This also gives staff the chance to see what everyone else is working on. Today, we also have a design review to bounce ideas around everyone in the office. On the agenda are our projects at Hampden Road for 80 flats, the conversion of an office building in Waltham Cross, to the North of London into 30 flats, and the design of a new 600sqm house in Hadley Wood, North London.

After the meeting we tidy our desks and head to Ye Olde Mitre, a 500 year old pub down a narrow alley in the middle of Clerkenwell. So ends a typical week at Cooley Architects.